

ADMINISTRATIVE INTERNAL USE ONLY

26 February 1976

DCI MANAGEMENT ADVISORY GROUP
REPORT ON SPECIAL MEETING
20 February 1976

Attending from DCI MAG

Chairman

Secretary

Attending from Directorate MAGs

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The meeting began at 0930 and ended at 1200.

The purpose of the meeting was to discuss employee concerns about fitness report evaluations and to send forward, with modifications, a memorandum to the DCI on the subject.

The 23 February memorandum reflects the general consensus of the participants that there is some cause for concern, particularly about the lack of uniformity in the existing system. Overall letter rankings are inflated, which means, among other consequences, that in those parts of the Agency where it is not--where an individual who would easily earn a Strong in most other offices is given a Proficient--an injustice is done. In some parts of the Agency the grading letters are ignored entirely and only the narratives count. But this system puts the individual at the mercy of the eloquence (or lack of eloquence) of the rater. Another problem lies in the meshing of such terms as "valuable contribution" or "limited potential" in the assigning of letter grades. Another lies in the lack of uniformity of access by employees to pertinent information about grading as a system and as applied to themselves.

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The participants did not all agree on what should be done about these matters. Most felt that a radical change in the present set of procedures ought to be canvassed at a high level, and by a task force which would not simply be a creature of Personnel. But DDA representatives pointed out that inflation was inherent in any grading system, that CIA had revised its procedures more than a half-dozen times already and had reconciled itself to the need to do this every few years. They stressed that handbooks on the subject were available in each directorate, and that the prime responsibility fell on the employees themselves to become familiar with precisely how the system worked before setting out to critique it. But even these representatives agreed that it was proper to invite the new DCI to review the situation at this time.

As the group operated on the draft text of the memorandum to the DCI, they deleted a paragraph recommending a dynamic feedback mechanism through which a supervisor could compare his evaluations with those of his peers--on the grounds that this was too specific a recommendation. Most of the changes in the draft applied to the last paragraph, the main one being the addition of a recommendation for a task force.


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